

**REPORT OF THE  
HUMAN RESOURCES COMMITTEE OF THE  
BOARD OF DIRECTORS OF THE  
COOK COUNTY HEALTH AND HOSPITALS SYSTEM**

**JULY 21, 2008**

**ATTENDANCE**

**Present:** Chairman Andrea L. Zopp; Chairman of the Board Warren L. Batts and Directors David Carvalho; Quin R. Golden; Sister Sheila Lyne, RSM; and Jorge Ramirez (6)

**Absent:** None (0)

**Also Present:** Patrick T. Driscoll, Jr. – Deputy State's Attorney, Chief, Civil Actions Bureau, Office of the State's Attorney; Matthew B. DeLeon – Secretary to the Board of Commissioners of Cook County; Maurice Lemon, MD, MPH – Medical Director, Stroger Hospital of Cook County; Laura Lechowicz Felicione – Special Counsel to President Todd H. Stroger; Cecil Marchand – Associate Administrator, Stroger Hospital of Cook County; Elizabeth Reidy - Deputy Chief, Civil Actions Bureau, Office of the State's Attorney; Jonathan Rothstein – Acting Bureau Chief, Bureau of Human Resources of Cook County; David Small – Chief Operating Officer, Cook County Bureau of Health Services

**Ladies and Gentlemen:**

Your Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System met pursuant to notice on Monday, July 21, 2008 at the hour of 7:30 A.M. at 1900 West Polk Street, Second Floor Conference Room, in Chicago, Illinois.

Your Human Resources Committee has considered the following items and upon adoption of this report, the recommendations follow.

**Roll Call**

Secretary DeLeon called the roll of members, and it was determined that a quorum was present.

Chairman Zopp welcomed the Committee. She stated that the agenda concerns working toward helping the Board with some policies so that the Human Resources function can operate. She noted that one of the most pressing questions is what is the best structure for the Human Resources function, and how to arrive there. Chairman Zopp noted that another objective is to try to discern the most immediate issues before the Committee, so that they can be addressed.

**Presentation by Cook County Bureau of Human Resources Acting Bureau Chief Jonathan Rothstein on current human resources issues including overview of collective bargaining agreements.**

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Chairman Zopp introduced Jonathan Rothstein, Acting Bureau Chief of the Cook County Bureau of Human Resources.

Mr. Rothstein introduced the following individuals: Cecil Marchand, who has become functionally the Human Resources Chief of the Bureau of Human Resources; Jim Dyson, who has for a number of years performed the Labor Relations function primarily at Stroger Hospital, but who has taken on broader responsibilities for other Bureau entities; Paris Partee, who recently took over the human resources function at Provident Hospital; and Louis Martinez, who de facto performs the human resources function at Cermak Health Services.

Mr. Rothstein delivered an overview which addressed structural issues and issues of the most immediate import for the Health System. He touched on the following: As 75%-80% of County employees are unionized, one of the most important human resources issues the System will face is collective bargaining; it involves compensation practices, discipline practices – everything except hiring. Hiring, under Illinois law, is not part of collective bargaining. The chief decision this Board has to make is the hiring of the Chief Executive Officer. Historically this is not part of the duties of the Bureau of Human Resources, but assistance is available in this respect.

Mr. Rothstein presented a detailed outline of the current hiring process: The Bureau of Human Resources receives the request from the hiring department. The Bureau works with the Budget Department to verify that there is a position to be filled. The Bureau generates a job description and sends it to the department for them to review. The Bureau creates a job posting. To comply with the Shakman Decree, the posting is kept up for fourteen days. Persons are required to apply in person at 118 Clark Street. Often applicants are required to bring various documents, such as evidence of licensure, high school and college diplomas and transcripts. Workers at the Bureau's front counter log in the applications. Once the applications are compiled, they are sent to a unit which evaluates them. The determination is made as to whether a given applicant meets the minimum requirements. A list of eligible applicants is forwarded to the hiring department – in this case the Health and Hospital System. The hiring department schedules interviews. Based on the results of these interviews, the hiring department forwards hiring recommendation to the Bureau. The actual offer is extended by the hiring department. The Bureau does the back-end work to get the employee on the payroll, including a physical, a drug test and a background check which involves fingerprinting. The Bureau gathers and fills out the requisite forms, including the W4 form, the I9 form, etc. The new hire is scheduled for a start date. This is a 60 to 90 day process.

Mr. Rothstein discussed moving from a passive recruitment system to a more active recruitment system, especially with regard to technical positions. He further noted that the Bureau participates in an annual survey of salary and benefit information entitled the Metropolitan Chicago Health Care Council, the participants of which are mostly hospitals. He urged the Committee to continue participation in this survey, which utilizes very refined categorizations.

Director Golden requested that Mr. Rothstein supply the Committee with a flow chart delineating the timelines associated with each step of the hiring process, and inclusive of any complexities involved, such as recruitment challenges and outliers for hard-to-fill positions.

**Discussion of Senior Staff recruitment needs and processes, including process for recruitment and hiring of interim Chief Executive Officer and permanent Chief Executive Officer.**

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Chairman Zopp asked Mr. Small to touch upon on the issue of senior hires for the Bureau.

Mr. Small stated that there is a budgeted, open position for a System-wide Human Resources Director, and recruitment needs to begin for that position.

Chairman Zopp stated that she would like Mr. Small to provide a proposed Human Resources organization. She inquired whether there are any other senior staff positions that the Committee could help him with.

Mr. Small described how, under Dr. Simon, the relationship between the Bureau of Health and the Human Resources Bureau has changed over the past 12-18 months to bring several Human Resources personnel back to the hospitals and house them there. He stated that this constitutes the first phase of the transition that needs to happen.

Mr. Small provided an account of the recruitment process for key senior personnel, including: Interim Chief Financial Officer (filled); permanent CFO of Stroger Hospital; several key financial personnel at Stroger have been moved to other strategic positions; a budgeted position for System-wide Corporate Compliance Officer (direction is needed regarding a salary range); and key medical leadership including an Interim System-wide Chief Medical Officer.

Chairman Zopp requested that Mr. Small keep the Committee updated on his progress.

Chairman Zopp stated that in terms of the Chief Medical Officer, she will defer in that choice to Director Ansell's Quality and Compliance Committee. She further stated that she would like to hold meetings on issues on a topic-by-topic basis (i.e. recruitment, hiring, policies and processes, and employee conduct) and not get bogged down in policy issues.

**Review and discussion of current personnel policies and possible revisions.**

Chairman Zopp stated that one of the challenges and questions before the Committee as it determines rules and procedures is how best to utilize the Bureau of Human Resources; which of the Bureau of Human Resources' systems and positions will the System need to rely on, and what efficiencies can the System realize by doing things on its own?

At Chairman Zopp's request, Mr. Small gave an overview of the issues relating to human resources, specifically salary structure and flexibility, bargaining units versus nonunion personnel, the lengthy paper process of recruitment, and the need for an orientation program that introduces the new hire to the County, the System, and their specific department.

Director Golden requested that Mr. Small provide to the Committee a copy of the current orientation process materials.

Mr. Rothstein, in response to Chairman Zopp's request, agreed to provide information regarding the number of hospital-related grievances that exist, as well as an overview of the grievance process.

Chairman Zopp also requested that Mr. Rothstein supply the Committee with a list of the unions, their contracts, and the number of their members.

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Laura Lechowicz Felicione, Special Counsel to the President, made the recommendation that she, Judge Julia Nowicki and Patrick Blanchard of the State's Attorney's Office be allowed to make a presentation before the Committee regarding compliance with the Shakman Decree as well as the Supplemental Relief Order. She then delivered an overview of the Supplemental Relief Order and the County's response to it. She supplied the Committee with a handout which includes the policy that the Bureau of Health revised, a copy of the Appendix A and the Shakman List submitted by the President in a dual capacity on his own behalf and on behalf of the Bureau of Health Services.

Chairman Zopp requested a list of the three categories of Shakman-exempt; Appendix A; and Shakman-covered positions.

Director Carvalho asked how many Shakman-exempt positions were in the Health System, and under whose final authority are the hiring and firing decisions made for those positions.

Ms. Lechowicz Felicione stated that the President of the County Board is the chief policy maker of the County. She also indicated that in the Ordinance creating the System Board, hiring and disciplinary actions would come under the authority of the System Board.

Chairman Zopp reminded the Committee that a human resources policy is needed first.

The discussion turned to the issue of dual employment. Director Carvalho asked whether there is a dual employment policy for the County and Bureau of Health Services.

Mr. Marchand stated that he would get this Code of Conduct to the Committee members.

Dr. Maurice Lemon, Chief Medical Officer of Stroger Hospital of Cook County, informed the members that as a result of heavy call schedules, sometimes on-call and on-site hours are restructured, especially those of specialized surgeons. The effect is that some physicians may have fewer on-site hours than average, but many more on-call hours than average.

**Discussion of Committee Rules**

Chairman Zopp announced that the next Human Resources Committee meeting will be held on Monday, August 4, 2008 at 7:30 A.M. She noted that the following issues will be addressed:

- Collective bargaining – receive a summary of the unions, what contracts they have at which facilities, and an update on the status of the bargaining process;
- More detailed discussion on personnel hiring policies and the structure of the human resources function;
- Presentation from Judge Julia Nowicki, Patrick Blanchard from the State's Attorney's Office and Laura Lechowicz Felicione on Shakman compliance.

Chairman Zopp announced that the next Human Resources Committee meeting following the August 4, 2008 meeting should include the following issues:

- Summary of the hospital employee conduct rules;
- Employee conduct and discipline - grievance process.

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Director Golden, seconded by Director Ramirez, moved to recess the regular session and convene into executive session to discuss personnel matters, pursuant to the Illinois Open Meetings Act, 5 ILCS 120/2(c)(1), et seq., which permits closed meetings for consideration of "the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body or against legal counsel for the public body to determine its validity". **THE MOTION CARRIED UNANIMOUSLY.**

Director Golden, seconded by Director Ramirez, moved to adjourn the executive session and convene into regular session. **THE MOTION CARRIED UNANIMOUSLY.**

Director Lyne, seconded by Director Golden moved, on behalf of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System, the following motion:

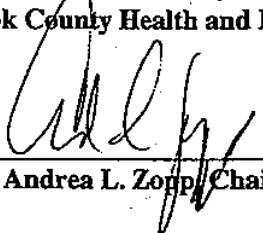
- to ask Patrick Driscoll to request that President Todd H. Stroger and the Board of Commissioners of Cook County approve the medical appointments, reappointments and changes in clinical privileges, and defer consideration of salary reclassifications for Oak Forest Hospital of Cook County, Provident Hospital of Cook County and Stroger Hospital of Cook County, which are currently on the July 22, 2008 County Board Agenda for their consideration;
- that the Human Resources Committee review these salary reclassifications at its next meeting on August 4, 2008 at the hour of 7:30 A.M.

On the motion, a voice vote was taken and **THE MOTION CARRIED UNANIMOUSLY.**

**Adjournment**

Director Ramirez, seconded by Director Lyne, moved to adjourn. **THE MOTION CARRIED UNANIMOUSLY AND THE MEETING ADJOURNED.**

Respectfully submitted,  
Human Resources Committee of the  
Board of Directors of the  
Cook County Health and Hospitals System

  
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Ms. Andrea L. Zopp/Chairman

Attest:

  
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Matthew B. DeLeon, Secretary

**\*\*The audio recording for this meeting is available from the Office of the Secretary to the Board, 118 N. Clark Street, Room 567, Chicago, Illinois 60602.**